



WISCONSIN DEPARTMENT OF CORRECTIONS

BECKY YOUNG COMMUNITY CORRECTIONS RECIDIVISM REDUCTION FY13 REPORT

October 2013

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MESSAGE FROM SECRETARY ED WALL

I am pleased to present the third annual status report on the 2010 Becky Young Community Corrections Recidivism Reduction Plan.

Public safety remains our top priority in the Wisconsin Department of Corrections (WIDOC). We have many hard working, dedicated employees who strive to provide a safe and secure environ-

ment for incarcerated persons, the training and programming they need to become successful members of our communities, and continued services in the community setting upon release. In order to achieve these goals, the department has embraced research driven, or “evidence based” strategies to provide the right programming to the right individuals at the right time.

We have commenced a pilot program at our Drug Abuse Correctional Center, working with the University of Cincinnati to evaluate and develop a model program for using evidence based strategies in security, case management and treatment. We are very excited about this pilot and, if successful, plan to expand this model further. We are pleased to partner with Lakeshore Technical College in Cleveland, Wisconsin on the purchase of their Advanced Manufacturing Mobile Lab. As a result of our commitment, inmates received training and education at Oshkosh, Taycheedah and Kettle Moraine Correctional Institutions. This training not only provided inmates with college credits, but it also gave them job skills to acquire employment in a high demand market for these skills. Due to the success of this program, WIDOC has purchased our own Computer Numerical Control Mobile Lab, which we intend to transport to institutions serving offenders who will be released to Southeast Wisconsin. This initiative has been in partnership with the Department of Workforce Development, the Workforce Development Boards and the Wisconsin Technical College System. Finally, we are excited to introduce the Pre-Treatment Curriculum, a program designed to improve offenders’ (continued page 2)

Message from Secretary Ed Wall (continued)

(continued from page 1) outcomes in their primary programs and help them move through the stages of change. This cognitively based program uses an evidence-based curriculum designed by the University of Cincinnati. We are excited about the evaluation of group outcomes and if the program is successful, plan to expand it further. Additionally, to ensure proper delivery of the program, the Department has provided training to our providers on proper group facilitation techniques.

The WIDOC continues to put a strong emphasis on staff training in proper risk and needs assessment, application of evidence-based practices, and motivational interviewing. We know that a trained staff is an informed staff and that we can only provide the best services to our clients if we have qualified and knowledgeable staff delivering our programs.

This report details the Department's usage of the Becky Young funds, as well as some preliminary outcomes for the purposes listed above. It is important to note that recidivism data will

only be available after three or more years of program data is collected.

The WIDOC is proud of its accomplishments thus far and excited about what the future holds. By engaging our staff and providers and working with our community partners, we will continue to make Wisconsin a safer place.

Respectfully Submitted,

Secretary Edward F. Wall

Focus on Reducing Recidivism

As the Department continues to move toward implementing policy and practices that are grounded in evidence-based principles, it is important that we continue to focus our resources on programs shown to reduce recidivism and abandon ap-

proaches that are shown to be ineffective. In October 2012, the WIDOC published the first in a series of performance reports on Department recidivism rates. Data shows that recidivism rates have steadily decreased since 1993.

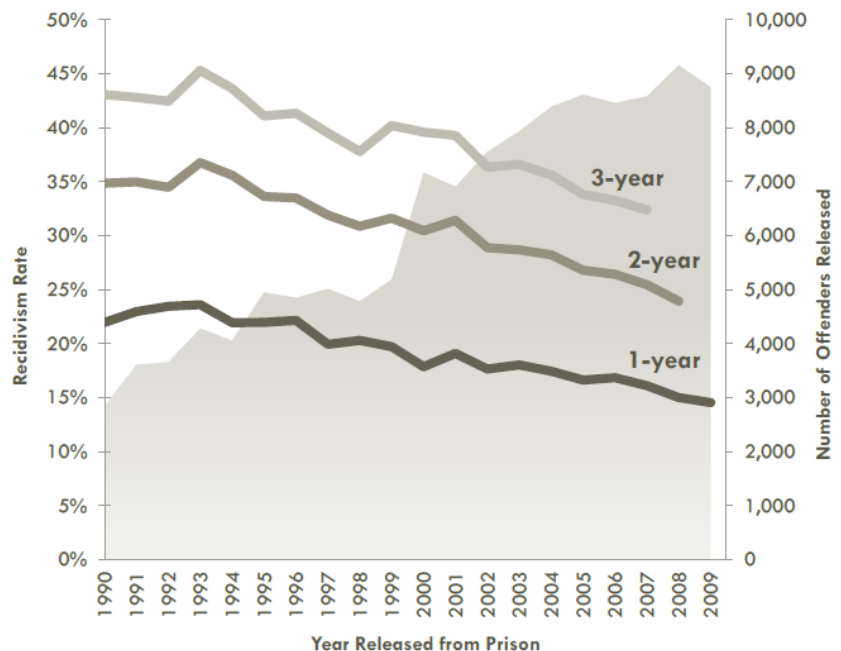
WIDOC RECIDIVISM DEFINITION:

Following an episode of incarceration or supervision with the WIDOC, to commit a criminal offense that results in a new conviction and sentence to WIDOC custody or prison.

The full report can be viewed at <http://doc.wi.gov/about/data-and-research/recidivism>

Recidivism Rates by Follow-up Period

Release Year	Follow-up Period	Recidivism Rate
2009	1-year	14.5%
2008	2-year	23.9%
2007	3-year	32.4%

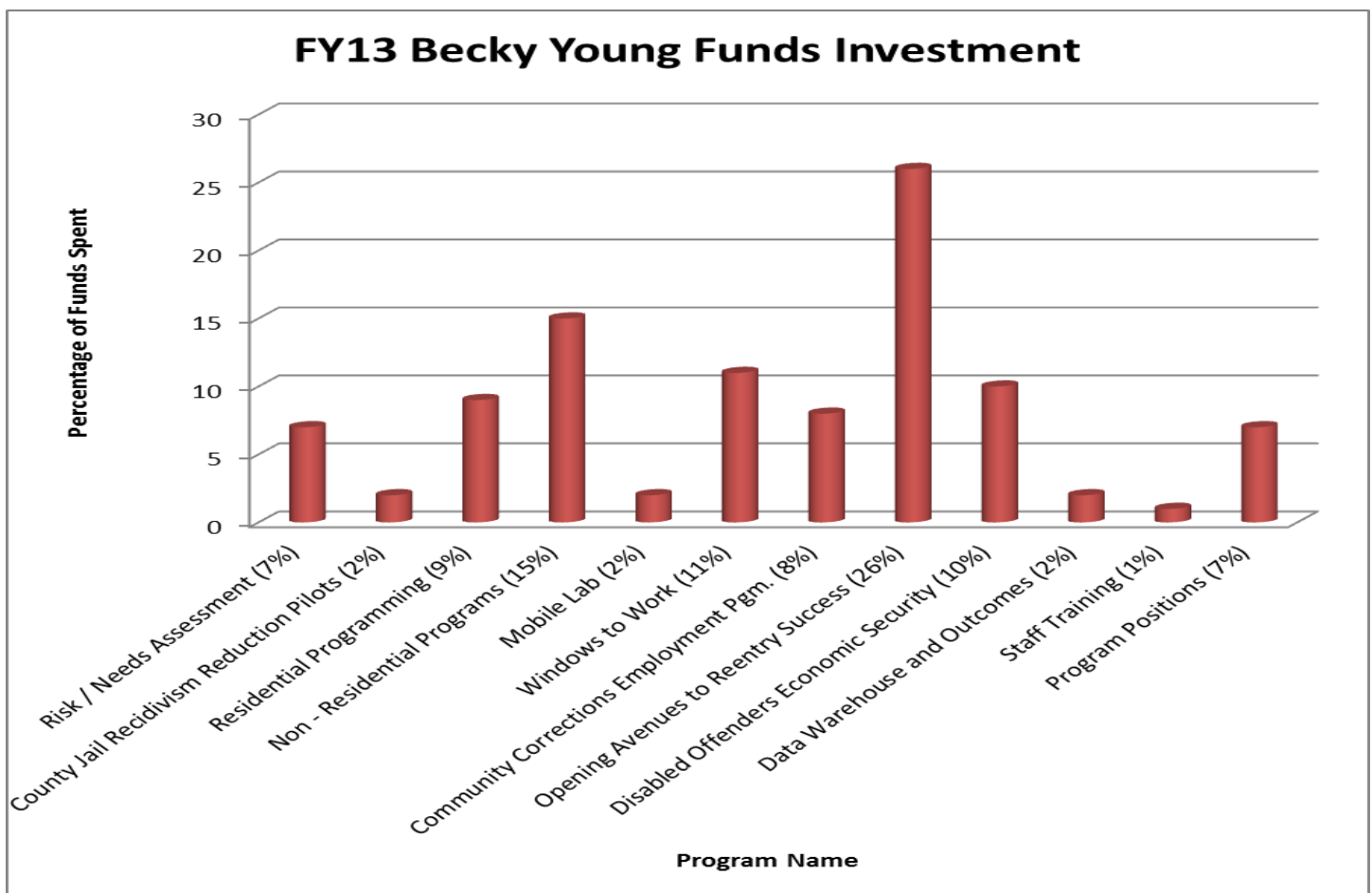


Strategic Investment of the Becky Young Funds

Fiscal Year 2013

The WIDOC has continued to invest the Becky Young Funds in a manner consistent with their statutory intent, providing direct service to medium to high risk offenders. These funds have allowed our department to continue to implement the Reentry Strategic Business Plan and we have attracted positive national attention for our efforts. WIDOC is a leader in the implementation of evidence-based practices in corrections. Eau Claire and Milwaukee counties each secured technical assistance grants with the National Institute of Corrections because of system-wide efforts to implement evidence-based decision making. In addition, Wisconsin has been selected for the next phase of the National Institute of Corrections technical assistance, which involves hosting an "Evidence-Based Decision Making Summit," to be held in January 2014. Wisconsin is among six states in competition for statewide technical assistance from the National Institute of Corrections. The goal of this technical assistance is to work with all facets of the criminal justice system to increase efficiencies by using research to guide decision making across agencies.

The chart below shows how fiscal year 2013 funds were invested. Descriptions of the expenditures will be in the pages that follow. Non-Residential Programs include: Transitional Outreach Program, Career Technical Education, Employment Specialists, Cognitive Interventions, AODA Relapse Prevention, Community Support, Pre-Treatment Groups, and Oshkosh Correctional Transitional Outreach Program.



Highlights of Year Three

- Wisconsin DOC purchases Computer Numerical Control Mobile Lab
- Model program launched at Drug Abuse Correctional Center
- 2,901 COMPAS Users
- 144,706 COMPAS assessments
- Expanded OARS to Brown and Door Counties
- Launched Pre-Treatment Curriculum
- 6,770 participants received direct service

WIDOC: Applying the Principles of Evidence-Based Practices

The WIDOC aims to fully implement evidence-based practices (EBP). We have an obligation to provide services that are proven to reduce recidivism. WIDOC uses the National Institute of Corrections Eight Principles of Evidence Based Practices as its roadmap.

1. **Assess Actuarial Risk and Needs:**

The Department has fully implemented the use of COMPAS, a validated risk and needs assessment tool. All offenders, adult and juvenile, are assessed at intake into the institution or community supervision. Offenders are re-assessed at various points during their supervision. Assessment tools are used to guide our decisions, including determining case planning activities.

2. **Enhance Intrinsic Motivation:**

Many of our direct service staff have received Motivational Interviewing training to assist in motivating an offender to change their behavior. In order to sustain training long term and reach all staff who have contact with offenders, we have developed a "Corrections Communications" training which covers the principles of EBP, respectful and professional communication techniques, and the proper way to



give positive reinforcement to offenders for their accomplishments.

3. **Target Intervention:** WIDOC has begun to prioritize some services, with a plan to expand program priority throughout the Department in the future. Priority should be given to those offenders who we can have the greatest impact on reducing recidivism, the medium and high risk offenders. We have implemented this principle fully with all Becky Young funded programs, and have begun to implement this with other programs as well. This has resulted in our Department reviewing existing policies and procedures on program placement, and revising them to reflect the risk and needs principles. Finally, we have started the process of alignment with the responsivity principle, by tailoring our programming to meet a variety of learning styles. We have offered training to providers (cont'd, page 5)

(cont'd from page 4) outlining the importance of varied facilitation methods.

4. ***Skill Train with Directed Practice:*** WIDOC programs have begun to be evaluated using the Correctional Program Checklist. This tool, designed by University of Cincinnati (UCCI), measures a program's alignment with evidence-based principles. We have emphasized the importance of role-modeling, role-playing, and skills practice in all of our interactions with offenders, including treatment programs.
5. ***Increase Positive Reinforcement:*** WIDOC continues to emphasize the importance of positive reinforcement, with four positives to every negative reinforcement as the optimum response ratio. Continued training is planned to reinforce this focus.
6. ***Engage On-Going Support in the Community:*** WIDOC has established strong partnerships with community agencies and other state agencies to increase support and services for offenders upon release. The Council on Offender Reentry has established a sub group that will be working on the issue of incorporating family and supportive others in a positive way throughout incarceration and following a person's release to the community. This will be a major emphasis in fiscal year 2014.
7. ***Measure Relevant Practices:*** WIDOC has begun the process of developing a program logic model, which establishes short, mid, and long term goals for our signature programs (Windows to Work, Opening Avenues to Reentry Success, and Pre-Treatment services). In addition, data elements to measure the program goals are established. We are continuing this work in the upcoming fiscal year through our work with the Alcohol and Other Drug Abuse, Cognitive Behavioral, and Sex Offender Programming Cross Divisional Teams, as we plan to measure other key performance indicators in addition to recidivism.
8. ***Measurement Feedback:*** WIDOC is committed to sharing the results of our measurements internally and externally for reinforcement, corrective action planning, and accountability.

Static Risk Factors

- Age at first arrest
- Current age
- Gender
- Criminal history

Dynamic Risk Factors

(Top Criminogenic Needs)

- Anti-social attitudes, cognitions
- Anti-social associates, peers
- Anti-social behavior
- Family, marital stressors
- Substance abuse
- Lack of employment stability, achievement
- Lack of educational achievement
- Lack of pro-social leisure activities

Becky Young Community Services to Reduce Recidivism

In 2009, Act 28 created the Becky Young Community Services to Reduce Recidivism appropriation. WIDOC has included the statutory language within this report to assist in assessing the department's initiative to provide quality programming to improve successful offender reentry.

20.410(1)(ds) Becky Young Community Corrections; recidivism reduction community services. The amounts in the schedule to provide services under s.301.068 to persons who are on probation, or who are soon to be or are currently on parole or extended supervision, following a felony conviction, in an effort to reduce recidivism.

301.068(1) The department shall establish community services that have the goals of increasing public safety, reducing the risk that offenders on community supervision will reoffend, and reducing by 2010-11 the recidivism rate of persons who are on probation, parole, or extended supervision following a felony conviction. In establishing community services under this section, the department shall consider the capacity of existing services and any needs that are not met by existing services.

301.068(2) The community services to reduce recidivism under sub. 1 shall include all of the following:

301.068(2)(a) Alcohol and other drug treatment, including residential treatment, outpatient treatment, and aftercare.

301.068(2)(b) Cognitive group intervention.

301.068(2)c Day reporting centers

301.068(2)(d) Treatment and services that evidence has shown to be successful and to reduce recidivism.

301.068(3) The department shall ensure that community services established under sub. (1) meet all of the following conditions:

301.068(3)(a) The community services target offenders at a medium or high risk for revocation or recidivism as determined by valid, reliable, and objective risk assessment instruments that the department has approved.

301.068(3)(b) The community services provide offenders with necessary supervision

301.068(3)(d) The community services are based upon assessments of offenders using a valid, reliable, and objective instruments that the department has approved.

301.068(4) The department shall develop a system for monitoring offenders receiving community services under this section that evaluates how effective the services are in decreasing the rates of arrest, conviction, and imprisonment of the offenders receiving the services.

301.068(5) The department shall provide to probation, extended supervision, and parole agents training and skill development in reducing offenders' risk of re-offending and intervention techniques and shall by rule set forth requirements for the training and skill development. The department shall develop policies to guide probation, extended supervision, and parole agents in the supervision and revocation of offenders on probation, extended supervision, and parole and develop practices regarding alternatives to revocation of probation, extended supervision, or parole.

301.068(6) The department shall annually submit a report to the governor, the chief clerk of each house of the legislature for distribution to the appropriate standing committees under s.13.172(3), and the director of state courts. The report shall set forth the scope of community services established under sub. (1); the number of arrests of, convictions of, and prison sentences imposed on offenders receiving the community services under this section; and the progress toward recidivism reduction.



Rebecca (Becky) Young served in the Wisconsin State Assembly from 1984 to 1999.

and services that improve their opportunity to complete their terms of probation, parole or extended supervision. The community services may include employment training and placement, educational assistance, transportation, and housing. The community services shall focus on mitigating offender attributes and factors that are likely to lead to criminal behavior.

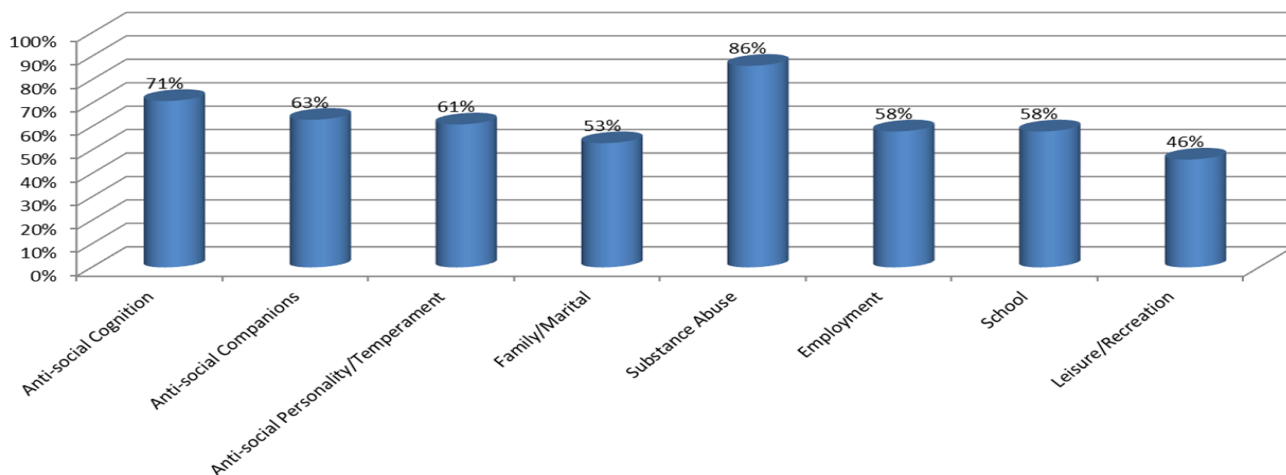
301.068(3)c The community services use a system of intermediate sanctions on offenders for violations.

Risk and Needs Assessment / Case Planning System

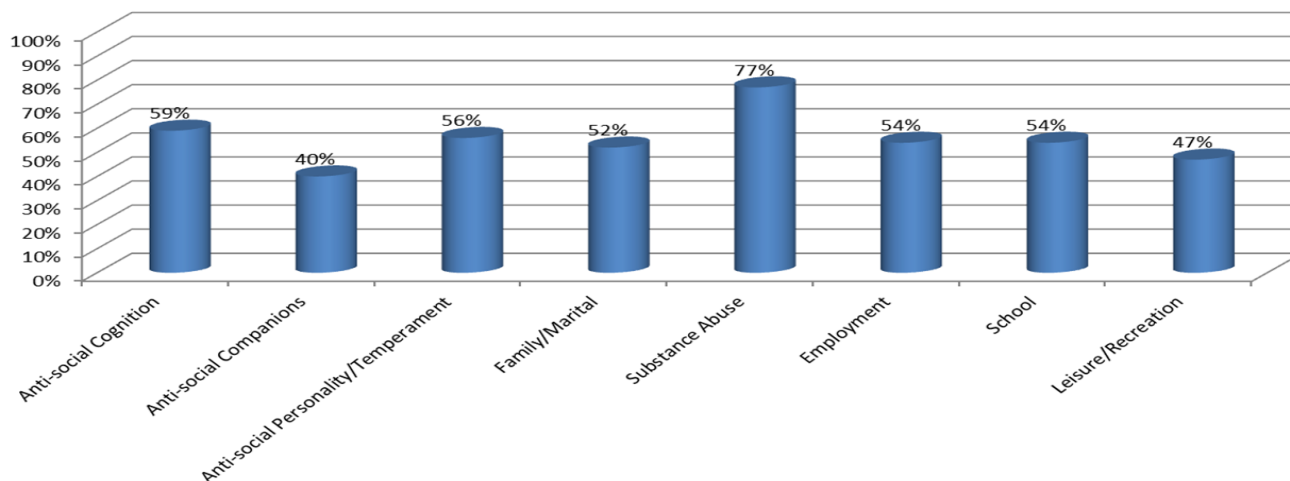
301.068(3)(a); 301.068(5)

The WIDOC selected the **Correctional Offender Management Profiling Alternative Sanctions**, or COMPAS, risk/needs assessment tool and case planning system. We have trained all case management staff on the use and interpretation of COMPAS, and are now using the software to assess risk, needs, develop case plans, document case notes, and have the capability to track treatment hours. Risk and needs assessment is completed at intake to probation, as well as intake to the institution. Additionally, offenders are assessed at various points throughout their time in prison or on supervision. County criminal justice agencies have been invited to join WIDOC's software license in order to improve communication and enhance services throughout the criminal justice system. Currently we have implemented COMPAS in Barron, Ashland, Dunn, Eau Claire, Trempeleau, LaCrosse, and Portage counties in the adult system and Vernon, Clark, and Menominee counties in the juvenile system. We hope to expand these partnerships in the upcoming years. Wisconsin currently has 2,901 users trained and working in COMPAS and we have completed 144,706 assessments since implementation. These assessments are now producing useful information about our correctional population. This information can be used to predict and determine program needs in geographical areas, anticipate program shortages; and provide general information about inmates and offenders in prison or on probation, parole, and extended supervision. **The charts below are an example of data COMPAS is able to provide.** Please note that these charts include all assessments completed since COMPAS implementation in February 2011 through June 30, 2013.

Division of Adult Institutions: Criminogenic Needs at Intake
N = 3,976



Division of Community Corrections: Criminogenic Needs at Intake
N = 41,029



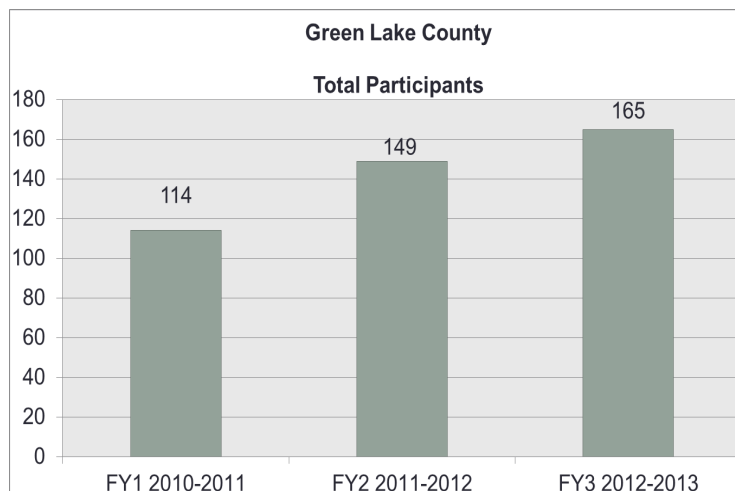
County Jail Recidivism Reduction Pilots

301.068(2)(a); 301.068(2)(b); 301.068(2)(d); 301.068(3)(b)

WIDOC remains committed to reaching across the criminal justice system to form partnerships to enhance the array of services to offenders in the community. This includes offenders who are in county jails. The Becky Young Community Corrections Recidivism Reduction appropriation has allowed us to establish two collaborative programs in Green Lake County and Bayfield County Jails.

Green Lake County Jail

The Green Lake County Jail Recidivism Reduction Pilot was established via Memorandum of Understanding. The program is available to inmates housed in the jail and is a diversion program for offenders on community corrections supervision. The program addresses mental health, substance abuse, and education, housing, identification assistance, intoxicated drivers, and transportation. Green Lake County Jail has developed partnerships with the UW Extension, Moraine Park Technical College, and Ripon College and others to facilitate programs that address an individual's needs. In fiscal year 2013, Green Lake County had 165 participants in the program. They have served 372 participants since the program began.



The following is from a Green Lake County Jail Recidivism Reduction Program participant.

To Whom it May Concern:

My name is Patrick W. I am an inmate at the Green Lake County Correctional Facility. I am writing to tell you about how these programs have changed my life. Let me start off by saying I came to Green Lake jail thinking that I would not learn anything or even think that this place could change life the way it did. Dr. Hatcher's class has made me think about how my life was and it helped me turn my life around. I gained confidence in myself to be able to choose the path that I need in my life. The other groups that I have attended were AA and Building Strong Families. The AA group helped me build the skills to help me stay away from drugs and alcohol. Building Strong Families helped me communicate with my family a lot better than I use to. But I think my biggest accomplishment is working towards my GED. I also will be participating in the GED Academy, March 18th-20th. I hope these programs will continue because it can help more people change their path in life.

Thank you for the programs that you have provided me.

Sincerely,
Patrick

Bayfield County Jail

The Bayfield County Jail Recidivism Reduction pilot provides an array of services such as mental health and co-occurring disorder assessment, AODA assessments, ongoing treatment, and educational.

Bayfield County's jail educational reentry services provide basic ABE services, including individual tutoring, diagnostic assessment of learning disabilities and coordination of higher educational opportunities.

In addition, "On Course", a student success strategies class is facilitated within the jail. Students may earn a certificate for completing the required curriculum or earn college credit through collaboration with the Lac Courte Oreilles Ojibwa Community College. "On Course" is a nationally recognized evidence based curriculum that teaches success strategies to people of all ages. While it is geared toward first year college students, it has been successfully utilized in a variety of settings: college, high school, middle school, GED classes and jails.

This past year includes some noteworthy achievements in addition to successfully completing educational coursework. In 2012- 2013:

- Seven students enrolled in college after release from jail
- Four students earned 3 college credits each for completion of "On Course"
- One student completed 6 college credits while in custody. She is currently working a high level position in the hospitality business
- One completed "On Course" and was released. She started her own business and is very successful in the community at this time
- Two students completed 4 of 5 required GED tests
- Two students completed their GED after release from jail

BAYFIELD COUNTY JAIL PARTICIPANTS SERVED

Mental health assessment and/or co-occurring disorder services:
46

AODA assessments and ongoing treatment services: 19

Mental health assessment, AODA assessment, and or co-occurring disorder services on the Red Cliff Tribal Reservation:
15

Jail Educational Services (GED and "On Course"): 49

Total participants served in all programs (Fiscal Year 2013):
129

Department of Transportation: Inmate Identification Cards

301.068(3)(b)

One barrier to a smooth transition from prison back to the community is lack of proper identification. For many reasons (lost, stolen, never had), the inmates may not have a valid Wisconsin identification card. Proper identification is needed to rent an apartment, cash a check, and obtain employment.

The WIDOC has partnered with the Department of Transportation to provide identification cards to inmates upon release from prison. This service allows an inmate to immediately begin work and residence search when released.

NUMBER OF INMATES WHO RECEIVED AN ID CARD:

1,686

The charts below reflect the status of the participants' supervision post program. It does not take into account new sentences, arrests, or program completion status. The information is correct as of August 20, 2013. As participants' supervision status changes, so do the outcomes reported. One of the goals of the Becky Young Recidivism Reduction appropriation is to improve a participant's opportunity to complete terms of supervision. This chart shows how many participants completed their terms of supervision and discharged, how many participants were revoked and did not successfully complete their terms of supervision, and those who remain on supervision.

The reader should not interpret these results as an evaluation of the effectiveness of the program. Determining success is a more comprehensive process that involves direct evaluation and outcome data.

Community and Residential Programs (CRP)

301.068(2)(a-d); 301.068(3)(a-c)

This program was formerly known as Cognitively Based Living Arrangements. While the program concept remained the same, the name was changed to give community providers who wished to bid, a better understanding of what the program was attempting to achieve, which would encourage more bids. The program has an evidence-based residential component focusing on the criminogenic need areas, specifically cognitive behavioral programming. The program also allows former residents, who no longer need housing, the opportunity to continue attending programming at the site which strengthens their continuity of care. Last year, we reported that the proposal responses did not meet the spirit of the program. In FY12, we conducted a Request for Information process and allowed the potential bidders to comment, resulting in positive changes to the program specifications.

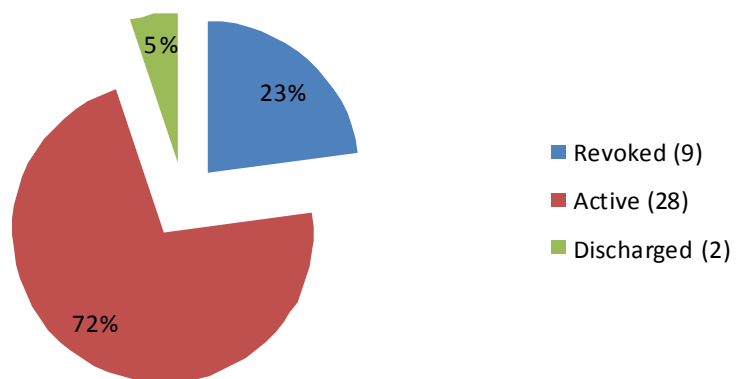
Portage House in Stevens Point is currently in operation for FY13 and preliminary outcomes for those served this year are to the right. Please note that this information is complete as of August 20, 2013. Numbers may change as participants complete supervision, either through revocation or successful discharge.

Alma Center in Milwaukee was operational until January 2013; when the contract was terminated. This CRP will be open for vendor competition shortly.

CRP's proposals in the Fox Valley and Rhinelander have been awarded and they are currently looking for sites.

Portage House Community Residential Program

Total FY13 Participants: 39



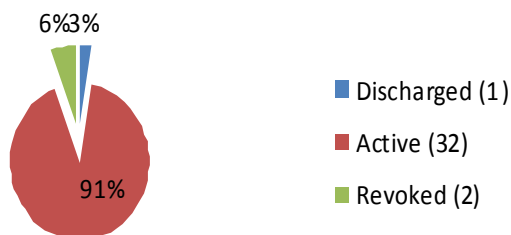
Transitional Outreach Program

301.068(2)(b)(d); 301.068(3)(b)(c)

The Transitional Outreach Program (TOP) is a six-month long intervention, consisting of two months pre-release and four months post release services designed to assist participants with release planning. Participants are able to address residence, employment and/or education needs, family reunification issues, relapse, mental health needs, and interpersonal skills. TOP was a program offered in many areas across the state in previous fiscal years; however, it was discontinued in all areas except Green Bay during FY13. Other areas discontinued the program because it was a duplication services offered by Community Corrections Employment Program and Windows to Work. In those areas, the program was not working as designed and seemingly suffered from implementation issues. The exception was in the Green Bay area, where the TOP program was able to be successfully implemented and is currently in operation. The program provided service to 35 individuals in FY 2013. **FY 13 Outcomes are listed in the chart below:**

Options Transitional Outreach Program

Total Participants: 35



The charts in this report reflect the status of the participants' supervision post program. It does not take into account new sentences, arrests, or program completion status. The information is complete as of August 26, 2013. As participants' supervision status changes, so do the outcomes reported. One of the goals of the Becky Young Recidivism Reduction appropriation is to improve a participant's opportunity to complete terms of supervision. These charts show how many participants completed their terms of supervision and discharged, how many participants were revoked and did not successfully complete their terms of supervision, and those who remain on supervision.

The reader should not interpret these results as an evaluation of the effectiveness of the program. Determining success is a more comprehensive process that involves direct evaluation and outcome

Family Connections Program

301.068(2)(d); 301.068(3)(a)(b)(c)

This program, currently under contract with Horizon Healthcare, provides family reunification support to men, women and their families. This is a ten month program, beginning six months prior to release and continuing with the participant and his/her family four months post release. Services include family support groups, child support groups, child support groups to address separation issues due to incarceration, and family activities. Services are targeted for inmates releasing to Milwaukee.

In fiscal year 2013, the program served 48 participants and their families.



Family Connections Program FY13

Total Participants Served: 48

- **2 participants discharged**
- **46 participants remain on active supervision**
- **0 participants revoked.**

Mobile Education Lab

301.068(3)(b)

The WIDOC invested funds in the purchase of an Advanced Manufacturing Mobile Lab for Lakeshore Technical College (LTC). In exchange for this investment, LTC agreed to bring the mobile lab to three correctional institutions and provide advanced manufacturing instruction for the lab. The lab travelled to Oshkosh Correctional Institution, Taycheedah Correctional Institution, and Kettle Moraine Correctional Institution. Inmates selected for the program needed a 10th grade math level and had to be eligible for release within one year. Institution educational staff worked to raise inmates' math levels for program eligibility. The Bay Area Workforce Development Board also partnered to provide information to the inmates on locating and securing a job in the manufacturing field, even connecting them with employers upon release.

Nationwide, thousands of manufacturing jobs cannot be filled because of the skills gap and because the jobs have become technically more demanding. Wisconsin will have fewer than half of the metal manufacturing professionals it needs by 2021, according to a report from the Manpower Group. Demand for these skilled tradespeople will grow by nearly 50%, but the supply will decrease by approximately 12% as the industry experiences a wave of retirements (JSOnline, "Prison inmates taught new skills in jobs program", April 2013).



Lakeshore Technical College Instructor Jason Scholten reviews a math problem with two members of the class at Oshkosh Correctional Institution.

"A lot of people will go in and say incarceration was this horrible thing. But really I had so many opportunities here. If it wasn't for the drug treatment that I got here I wouldn't be able to go out and say that I am sober. I also wouldn't have this job training, and this is probably one of the biggest opportunities that I have had in my entire life."

-Amanda, inmate at Taycheedah Correctional Institution (Wisconsin Public Radio News, April 2013)

Due to the success of the LTC Mobile Lab program, the WIDOC has purchased its own Computer Numerical Control (CNC) Mobile Lab. The lab is targeted to begin providing service in early 2014. Several partnerships made this possible. The Department of Workforce Development, along with the Workforce Development Boards covering southeastern Wisconsin, have provided labor market analysis, employer collaboration, and Workforce Investment Act funds for the lab's educational services. Finally, the Wisconsin Technical College System has agreed to provide instruction and curriculum for the program. Becky Young funds were invested to make this vocational training a reality.



Workforce Investment Boards: Windows to Work

301.068(2)(d); 301.068(3)(b)

The Department of Corrections continues to partner with the eleven Wisconsin Workforce Development Boards to provide the Windows to Work program. We continue to operate seven county jail programs and ten Division of Adult Institution programs. All programs transition an individual from pre-release to post-release in the community. The program continues to deliver Thinking for a Change, an evidence based, cognitive behavioral curriculum endorsed by the National Institute of Corrections. Other services provided by the program are: release planning, employability skills training, interpersonal and social skills training, goal setting, financial literacy, and assistance with obtaining and maintaining employment. The program has served 215 participants in fiscal year 2013.



Community Corrections Employment Program (CCEP)

301.068(2)(d); 301.068(3)(b)(c)

The Community Corrections Employment Program has been expanded through the use of the Becky Young Recidivism Reduction funds. We continue to fund three full time employment coordinators, who provide direct service to offenders, as well as additional funding for program services. CCEP offers:

- On-the-job training grants if an employer hires a participant into a permanent full time position;
- Educational and vocational scholarships for individuals looking to develop or enhance their employability skill set;
- Work experience for individuals with no or poor work history, allowing participants to gain work skills through placement at a non-profit or community agency.

The Employment Coordinators assist participants in preparing for employment and develop relationships with employers to increase opportunities for offenders. In fiscal year 2013, the program had 506 participants in paid programming opportunities.

Career Technology Education

301.068(2)(d); 301.068(3)(a)

Providing career education helps a re-leasing inmate find employment upon return to the community. In the changing labor market, skilled trades are in demand. While WIDOC has a long history of training opportunities for inmates in the prison system, much of the classroom equipment was outdated and not consistent with current employer needs. WIDOC has invested in the future of our inmates by updating equipment and educational program content to match what they will see upon release in their work environment.

Jackson Correctional Institution utilized Becky Young funds to expand their Culinary Arts Program.

The Racine Youthful Offender Correctional Facility updated their masonry, computer applications, and custodial programs.

Oakhill Correctional Institution updated their horticulture program offerings.

Finally, we purchased updated technical manuals and educational tools to enhance program delivery across the state.

Employment Specialists

301.068(2)(d); 301.068(3)(b)(c)

This year, WIDOC is proud to share we have hired contracted Employment Specialists at Marshall Sherrer Correctional Center and Winnebago Correctional Centers. Since individuals incarcerated at the centers may participate in work release activities upon approval, these specialists help inmates secure employment. Specialists work with inmates on resumes, applications, and work search activities, as well as teaching soft skills (hygiene, relationships in the workplace, handling conflict) which improve an inmate's chances for continued success on the job.



Marshall Sherrer Correctional Center (pictured above) is located on Milwaukee's north side and serves mainly individuals releasing to the Milwaukee area.

Opening Avenues to Reentry Success (OARS)

301.068(2)(a)(b)(c)(d); 301.068(3)(a)(b)(c); 301.068(5)

The Department of Corrections continues a strong partnership with the Department of Health Services (DHS) to implement a program of reentry mental health treatment and other services for male and female offenders. Institutions involved in the OARS program include Taycheedah Correctional Institution, Robert E. Ellsworth Correctional Center, Wisconsin Women's Resource Center, Wisconsin Resource Center, and Oshkosh Correctional Institution. The WIDOC Reentry Disabilities Coordinator oversees the implementation and facilitation of the program. The DHS OARS Program Specialists, under the direction of the Community Forensic Services Manager, oversees the implementation and facilitation of the program with several community case management agencies.

The OARS program began enrolling participants in August 2010 and has now expanded to three regions and twenty-five counties within the state. In FY13, the OARS program served a total of 176 offenders with 36 offenders in the pre-release phase at the institutions and 140 offenders in the post-release phase in the community. This was an increase of 34 participants from FY12. In

addition, there were 19 offenders who were successfully discharged from the program. Due to the unique and often complex nature of working with offenders with severe mental health needs, there were also 51 offenders terminated from the program (see chart below). Please note that since this program is two years in duration, some of the same individuals were also served in previous years.

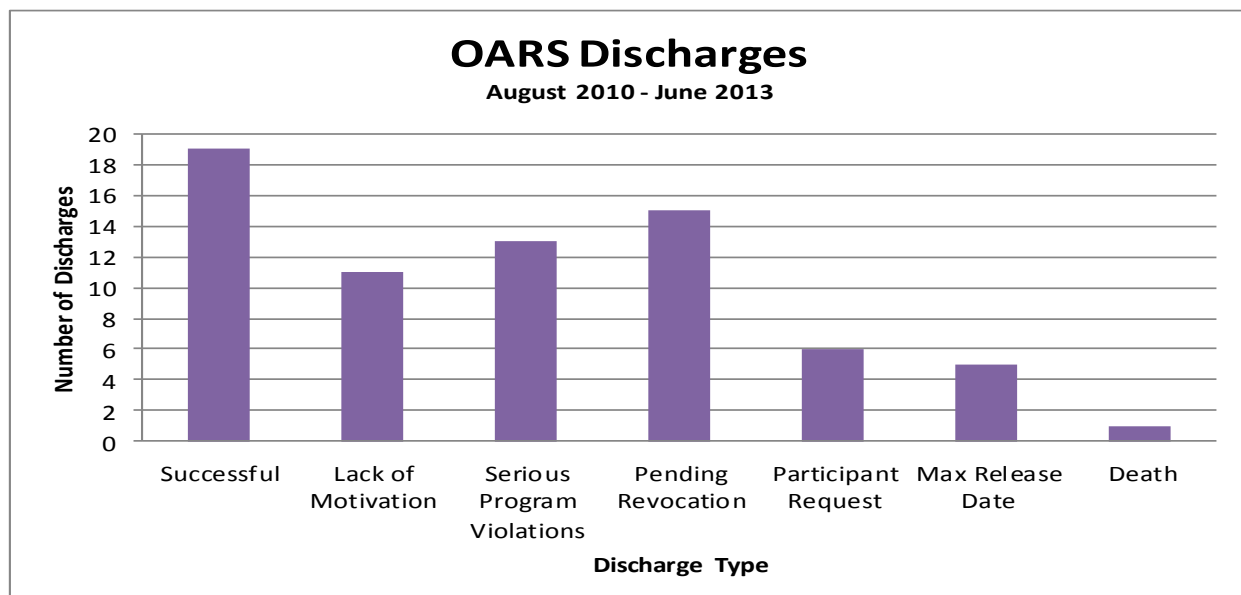
OARS participants have significant and complex mental health issues and treatment needs. Case managers begin work with the participants during the pre-release phase and continue working with the participant upon their release from prison in the post-release phase. The following services may be provided to the participant within the OARS program:

- Assistance with obtaining and maintaining safe and affordable housing
- Resources for medication and access to quality psychiatric care
- Access to healthy and meaningful structured activities including education programs and employment

- Treatment options to address individualized needs
- Social support and acceptance
- Access to local transportation, budgeting, and financial resources

OARS participants may be enrolled in the program for up to two years and will be considered for successful completion upon meeting the following guidelines:

- Maintaining stable housing independently
- Living without reliance on alcohol or illegal drugs
- Actively engaged in his/her treatment and has transitioned to locally based services in their county of residence
- Financially able to maintain their treatment, housing, and basic needs without the assistance from OARS
- Making healthy decisions regarding recovery and mental health stability.



Disabled Offenders Economic Security (DOES)

301.068(2)(d); 301.068 (3)(a)(b)

DOES, a contractual partnership between the WIDOC and Legal Action of Wisconsin (LAW), serves inmates with serious mental health issues and/or developmental disabilities releasing from Wisconsin correctional institutions.

Benefits specialists with LAW work with WIDOC social workers and probation/parole agents and other staff to ensure disabled offenders receive all benefits for which they may be eligible, as soon as possible after release.

LAW explores eligibility for social security, health insurance, Food Share, housing assistance, and employment training programs. The program has seen a reduction in processing time and increased success rates, due to LAW's unique working relationship with the Social Security Administration and the Disabilities Determination Bureau. The program served 560 participants in fiscal year 2013. Of the 560 participants, 70.3% received disability decisions before or within four weeks of their release. Of that 70.3%, most received this decision before or at release (53.9%) and 16.4% received the decision within four weeks. Securing these benefits at the time of release greatly enhances a person's chance for successful reentry.



Cognitive Interventions Programming

301.068(2)(b)(c)(d); 301.068(3)(c)

Cognitive Behavioral Programming has been a vital program in the Department of Corrections. This programming addresses anti-social cognition, one of the top criminogenic needs. This program helps an individual identify the thoughts that support their behavior, determine the short-term and long-term consequences of the behavior, and select a course of action.

The WIDOC currently offers two models of cognitive behavioral treatment. Thinking for Change is utilized in the community and institution settings and WIDOC Cognitive Group Interventions Program is utilized exclusively in the institutions.

FY13 Numbers Served

Division of Adult Institutions: 448 participants served

Division of Community Corrections: 1543

AODA Relapse Prevention Groups

301.068(2)(a)(c)(d); 301.068(3)(c)

The WIDOC offers AODA Relapse Prevention Groups to assist men and women, who have completed more intensive AODA programs, maintain their sobriety. Groups are held once per week for two hours per session, over a twenty-four-week cycle. Entrance into the group can occur at various points which allows for maximum service provision capacity. The Hazelden Relapse Prevention Curriculum is being used. Services are provided in community supervision settings throughout the state and the Becky Young funds allowed us to increase the number of groups WIDOC can provide.

FY13 Numbers Served

Division of Community Corrections: 481 participants served

*Please note that WIDOC funds additional AODA Relapse Prevention Groups through a purchase of offender goods and services appropriation (111). The numbers reflected here **only** reflect those served with Becky Young funds.

Community Support

301.068(2)(d); 301.068(3)(b)(c)

The WIDOC contracts with Goodwill Industries of North Central Wisconsin to provide supportive services to men and women releasing to the Fox Valley area. The services provided include residence assistance, driver's license recovery, employment training and placement, education, family reunification, W-2 eligibility, medical and health care, financial literacy, pro-social relationships, social/leisure plans, AODA services and restorative justice opportunities.

FY13 Numbers Served

Division of Community Corrections: 286 participants served

Pre-Treatment Curriculum

301.068(2)(a)(b)(c)(d); 301.068(3)(a)(b)(c); 301.068(5)

The WIDOC is excited to announce its implementation of the Pre-Treatment Curriculum in FY 2013. The Pre-Treatment Curriculum was designed by the University of Cincinnati and is a evidence-based, cognitive behavioral treatment curriculum designed to help a person further their desire to change. The WIDOC implemented this curriculum with three goals in mind:

- Assist offenders in becoming motivated to change their behavior by fostering their advancement through the stages of change
- Ready offenders to be more successful in completing their primary treatment program
- Reduce recidivism rates

In the Division of Community Corrections, at intake, offenders are assessed using the COMPAS risk and needs assessment tool. Individuals with a medium or high risk score are given the University of Rhode Island Change Assessment (URICA), which is designed to measure a person's current stage of change (see more information below). Offenders scoring Pre-contemplative are sent to the Pre-Treatment Group. The group is six weeks in length and walks the offender through the basic foundation of cognitive behavioral treatment, showing the offender how their thoughts affect their behaviors, which in turn have consequences.

While this group is new to WIDOC, we are very excited about the possibilities. This short group has the potential to strengthen our investment in full treatment programs, allowing us to achieve higher rates of completion and success. While FY 2013 marked the start up phase, WIDOC intends to make this a larger investment in fiscal year 2014. We have completed a program logic model to collect data on all of the key elements that will show whether or not the program meets the goals we have outlined.

Participants served in FY13: 132

Stages of Change

Carlo C. DiClemente and J. O. Prochaska (1990)



University of Rhode Island Change Assessment (URICA)

Research tells us that an individual will have a higher rate of success in changing their behavior if they are motivated to do so. The URICA is an assessment tool which measures a person's stage of change for the desired behavior.

Individuals in the Pre-contemplation stage generally do not have a desire to change their behavior, they may not see their behavior as a problem. Individuals in the Preparation and Individuals in the action stage are ready to acknowledge they have a problem and are motivated to act on changing. People in the latter stages tend to show increased participation and completion rates. The Pre-Treatment Curriculum is designed to prepare people for their primary treatment program when they are in an early stage of change.

Transitional Outreach Program (TOP) Oshkosh Correctional Institution

301.068(2)(d); 301.068(3)(b)(c)

The Transitional Outreach Program at Oshkosh Correctional Institution works to enhance an inmates successful reentry by addressing criminogenic needs. The WIDOC contracts with Horizon Healthcare to provide Outreach Specialist services which assist inmates in assessing and creating aftercare and reintegration plans, scheduling and coordinating home visits in the community, resource identification, progress tracking, service advocacy, and obtaining training and identification documentation.

This program differs from the TOP program described on page 10. This program is institution based, providing the services listed above.

Community Programs and Evaluation Coordinators

301.068(4)

The Becky Young Recidivism Reduction appropriation supports four staff who are responsible for treatment program development, contract administration, evaluation, and monitoring community corrections' investment in programs. These positions set program goals consistent with evidence based practices and ensure providers adhere to evidence based principles in the groups. Through collection, maintenance, and evaluation of data, these positions determine and evaluate contractual and programmatic performance outcomes and develop quality improvement plans if necessary.

Data Warehouse Development and Maintenance

301.068(4)

The WIDOC continues to work toward developing and maintaining an enterprise data warehouse and business intelligence system. This system will allow the WIDOC to do reporting and analysis on our key performance measures. Two contracted Bureau of Technology Management staff were procured to work with WIDOC to enhance and oversee the continued implementation of the risk and needs case management system, as well as continued work in developing technology to assist us in tracking and monitoring program outcomes in an effective and efficient way. This work will continue throughout fiscal year 2014 as process quality and outcome information on our signature programs continues to develop.

As mentioned earlier in this report, WIDOC has begun to release performance reports, starting with recidivism. The full report can be found at <http://doc.wi.gov/about/data-and-research/recidivism>

Staff Training and Skill Development

301.068(5)

As our organizational philosophy continues to align with correctional research and evidence-based practices, WIDOC continues to put a strongly emphasize staff skill training and professional development. In addition to contracted training, the WIDOC has been working toward sustaining training with internal resources. We have provided "training for trainers" education to staff so we may internally train COMPAS, Thinking for Change, and other integral programs for the foreseeable future.

We are attempting to further our practice and ensure continuous quality improvement by providing advanced training to identified staff. In fiscal year 2013, we contracted with the Carey Group to provide training to 156 staff on the following topics:

- Four Core Competencies for Supervisors
- Four Core Competencies for Staff
- Continuous Quality Improvement
- EBP Briefcase Training

Program Effectiveness and Evaluation

301.068(4)

This fiscal year, the WIDOC operated on a no cost extension with the University of Cincinnati Corrections Institute (UCCI) to provide Corrections Program Checklist evaluation training. University of Cincinnati has also provided technical expertise during implementation of our major programs, including but not limited to the Pre-Treatment Curriculum.

UCCI partnered with the WIDOC to launch a model program redesign project at the Drug Abuse Correctional Center. This work will continue into fiscal year 2014. UCCI has evaluated the existing programs, provided training and education to all security and non-security staff, and helped develop and implement a corrective action planning through a variety of subcommittees. WIDOC intends to create an excellent evidence-based program model which can be replicated at statewide correctional institutions in the future.

LOOKING TOWARD THE FUTURE

Fiscal year 2013 has been an exciting year for developing new programs, continuing our work toward becoming a research-driven agency and focusing on staff skill development.

The Wisconsin Department of Corrections is committed to increasing public safety, reducing recidivism, and reducing corrections spending. To accomplish this, we will use research based approaches to reduce crime, and we intend to abandon approaches that do not work.

The Becky Young Community Corrections Recidivism Reduction funds make it possible to deliver programs that are effective and are proven to reduce crime. The focus on data, evaluations, and outcome measurement make it possible to identify successful approaches and expand them.

In fiscal year 2014, we hope to continue our progress toward implementing research-driven practices. We have exciting programs and partnerships on the horizon with the expected launch



of the Computer Numerical Control Mobile Lab. We are excited to continue the work on the data warehouse, which will allow us to evaluate outcomes for our first year Becky Young funded programs and provide some short-term outcome measures on our signature programs. We intend to work closely with the WIDOC divisions to implement a continuous quality improvement plan.

While we have experienced a reduction in recidivism rates (see page 2), we are highly confident we can continue to improve.

We should seek the greatest value of our action. - Stephen Hawking